Innovation Office Update

Community Technology & Telecommunications Commission

December 14, 2016

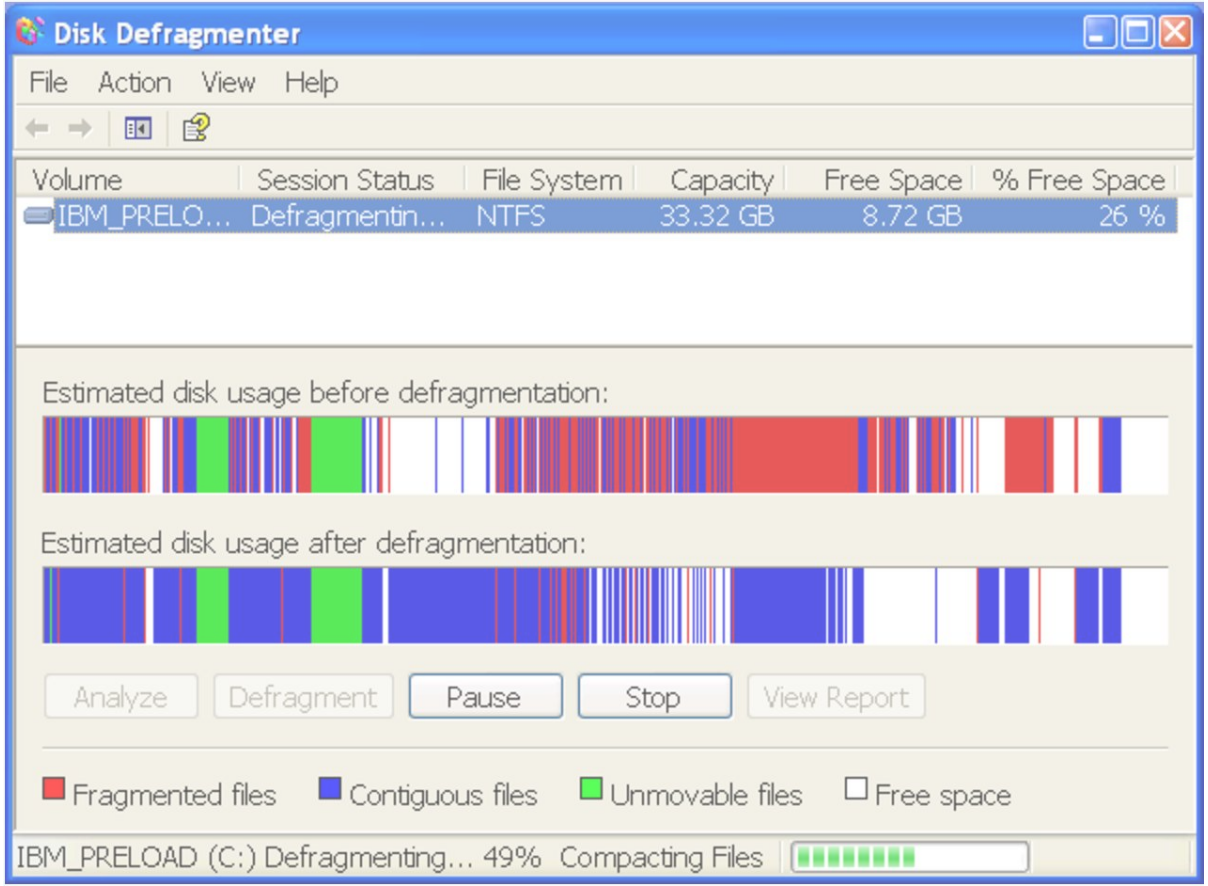
Since we last met, we've been busy...

Agenda

1. An old school tech metaphor
2. Themes for our conversation
3. A run-down of our project list by theme
4. Collaboration opportunities in 2017

Do you remember defragmenting your hard drive?

Innovation in an organization is kind of like this...



Instead of files, we focus on teams.

How do we organize around new opportunities and challenges while ensuring core city business gets done?

Teams

Redesigning Services

Outcomes

Open Government, Smart City

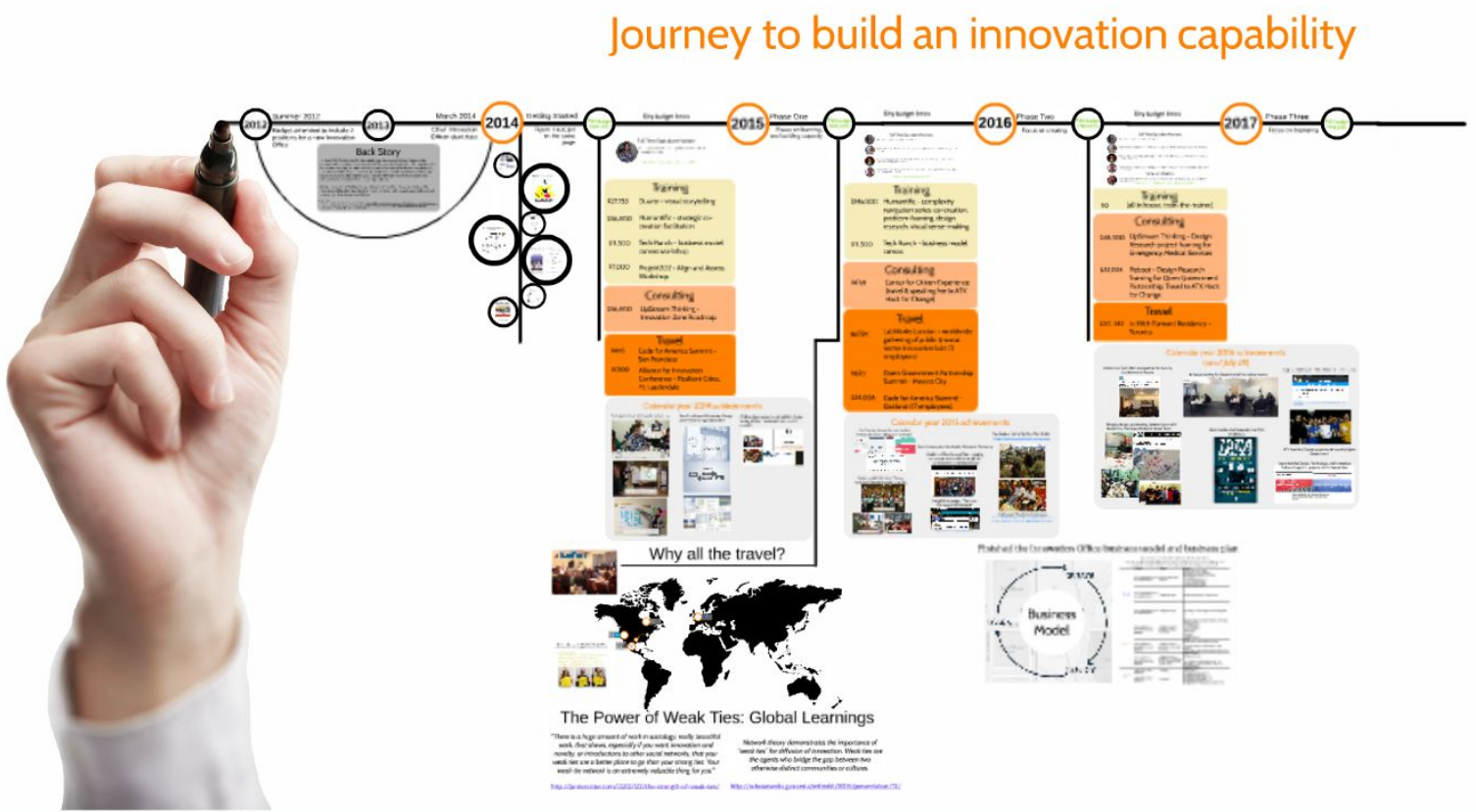
Creating teams	• Training & Capacity Building • Idea Accelerator • Design, Technology, and Innovation Fellows
Focusing on Outcomes	• Fellows - Recycling Behaviors • [Re]Verse Pitch - Activating Entrepreneurs • Homelessness Outreach Street Team
Redesigning Services	• Fellows - Permitting • Fellows - Austin Convention Center
Open Government; Smart City	• Wireless Communications Policy • Open Government Partnership • Smart Cities • Performance - Net Promoter Score

Teams

Capacity Building

City of Austin Innovation Office

Timeline



https://prezi.com/dh88wmtu80al/coa-innovation-office-timeline-budget/

Training and Capacity-Building

- **Co-Creation** blends creative problem-solving with design
  - Spirit of East Austin, Open Government Partnership, Equity Office
- **Business Model Canvas** unpacks complexities for better implementation
  - Civic Tech Hack Canvas, US DOT Smart Cities Challenge
- **Visual Storytelling**
  - 2015 new City Council orientation, every Innovation Office presentation

Strategic Co-Creation

Business Model Canvas

Visual Storytelling

Idea Accelerator

IDEA ACCELERATOR

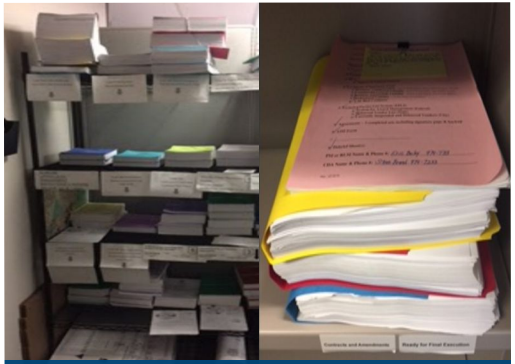
If it doesn't work
for the end user,
It doesn't work

Civic User Testing Group

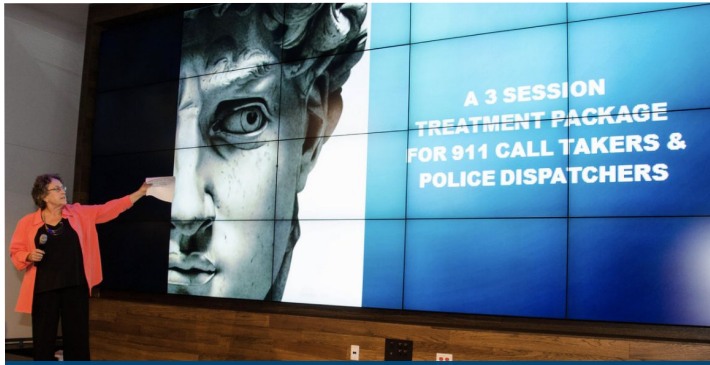
Light the Bike Lane

East Austin Box Park

Show Us Your Austin



Electronic Contract Execution



9-1-1 Dispatcher Care

Project	Project Costs	Idea Accelerator Investment
Civic User Testing	$5,800	$5,800
Show us Your Austin	$1,500	$1,500
Light the Bike Lane	$8,100	$8,100
Electronic Contracts	$6,024	$6,024
Box Park in the Eastern Crescent	$53,000	In-kind services valued at $43,200
Treatment Package for 911 Staff	$38,800	$38,800
Artists in Residence	$15,000	$5,000
Virtual Reality	$5,000	$5,000
Total	**$135,700**	**$113,424**

Design, Technology, and Innovation Fellows Program

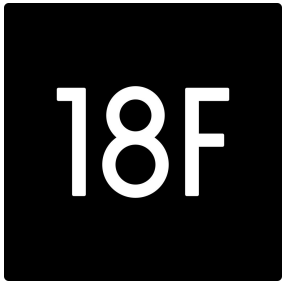
DTI Fellows Program Goals

DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

1. Address the increasing volume of needs for design, technology, and innovation projects
2. Introduce and standardize practices for user-centered design
3. Introduce and integrate open technology platforms and processes
4. Develop a creative culture that will inspire additional designers, developers, and other technologists to work for the city

Launched with CTM in June 2016

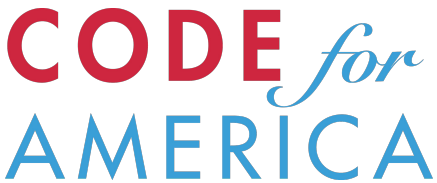
PRESIDENTIAL
INNOVATION FELLOWS


18F

THE U.S. DIGITAL SERVICE
THE WHITE HOUSE

GDS

cfpb


CODE for
AMERICA

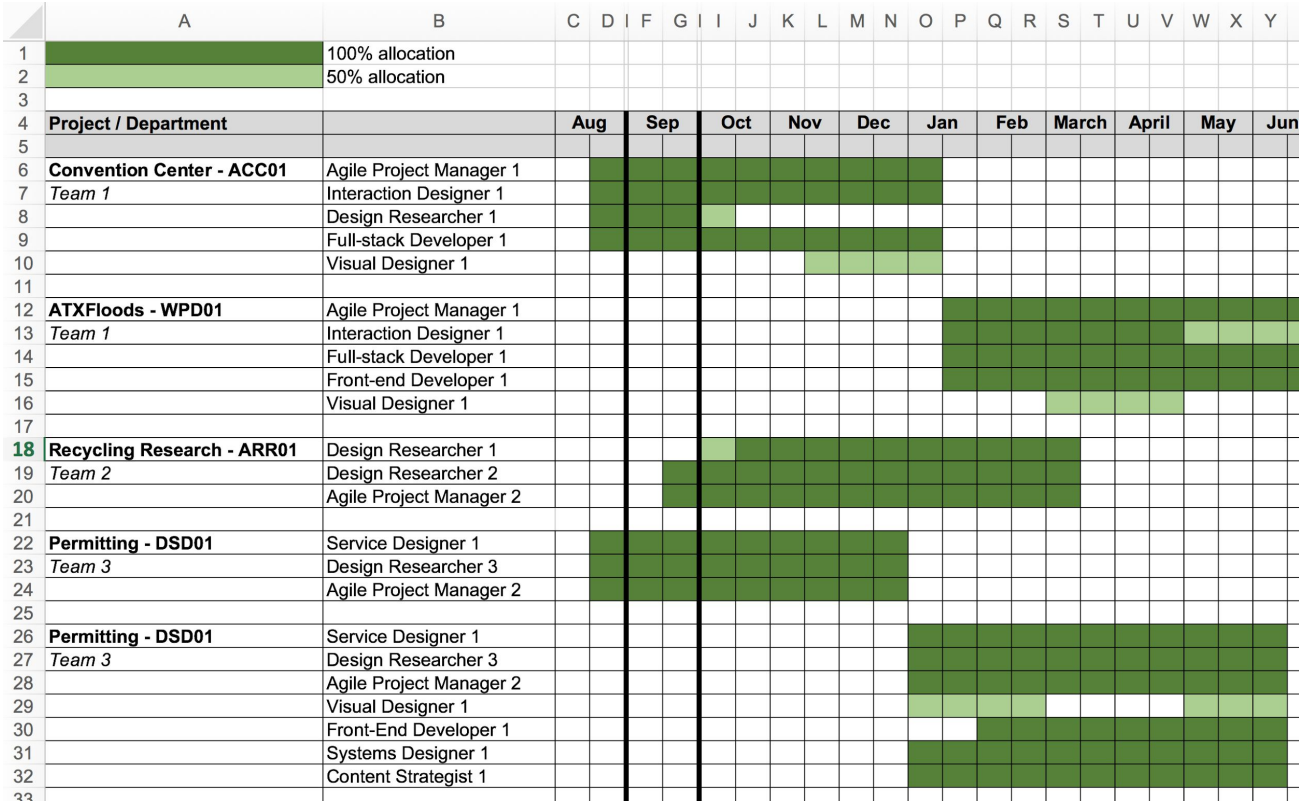
the MAYOR'S OFFICE of
NEW URBAN
MECHANICS
BOSTON

SAN FRANCISCO
DIGITAL SERVICES

NYC
Mayor's Office of
Tech + Innovation

DTI Fellows Business Model

DESIGN, TECHNOLOGY AND INNOVATION FELLOWS



	A	B	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	Jun
1		100% allocation											
2		50% allocation											
3													
4	**Project / Department**												
5													
6	**Convention Center - ACC01**	Agile Project Manager 1											
7	*Team 1*	Interaction Designer 1											
8		Design Researcher 1											
9		Full-stack Developer 1											
10		Visual Designer 1											
11													
12	**ATXFloods - WPD01**	Agile Project Manager 1											
13	*Team 1*	Interaction Designer 1											
14		Full-stack Developer 1											
15		Front-end Developer 1											
16		Visual Designer 1											
17													
18	**Recycling Research - ARR01**	Design Researcher 1											
19	*Team 2*	Design Researcher 2											
20		Agile Project Manager 2											
21													
22	**Permitting - DSD01**	Service Designer 1											
23	*Team 3*	Design Researcher 3											
24		Agile Project Manager 2											
25													
26	**Permitting - DSD01**	Service Designer 1											
27	*Team 3*	Design Researcher 3											
28		Agile Project Manager 2											
29		Visual Designer 1											
30		Front-End Developer 1											
31		Systems Designer 1											
32		Content Strategist 1											

DTI Fellows Plans for Future

DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

How we want to grow:

- Hire more people to meet demand
- Engage the public in projects
- Establish and support communities of practice
- Assist in recruiting and hiring throughout the city

Focusing on Outcomes

Zero Waste - Understanding Behaviors

Understanding Recycling Behaviors

AUSTIN RESOURCE RECOVERY
A CITY OF AUSTIN SERVICE

CITY OF AUSTIN
FOUNDED 1839

DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

Project Goals

AUSTIN RESOURCE RECOVERY
A CITY OF AUSTIN SERVICE

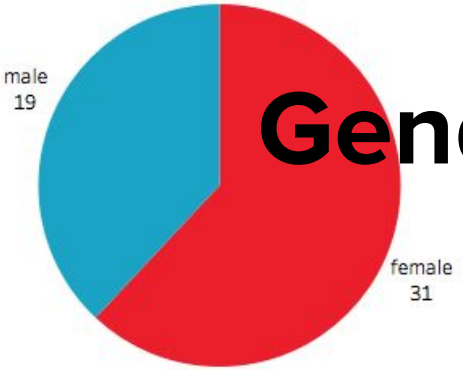
CITY OF AUSTIN FOUNDED 1839

DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

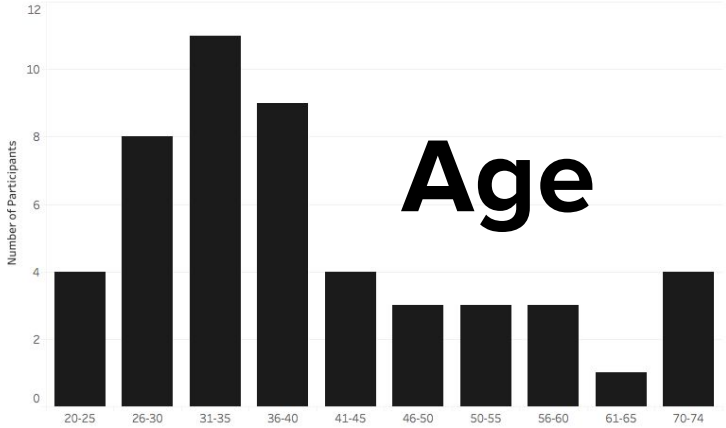
- Gain insight into the **perspectives and behaviors of Austin residents** and property managers regarding recycling and composting.
- Develop plans for how to **improve existing print and digital resources** to support Austin's zero waste goals.
- Test and refine new types of **language, imagery, and possible solutions** to support Austin's zero waste goals more effectively.
- Develop and use **new skills and methods** learned during the project.

TRASH
RECEPTACLE
CHVRCHES

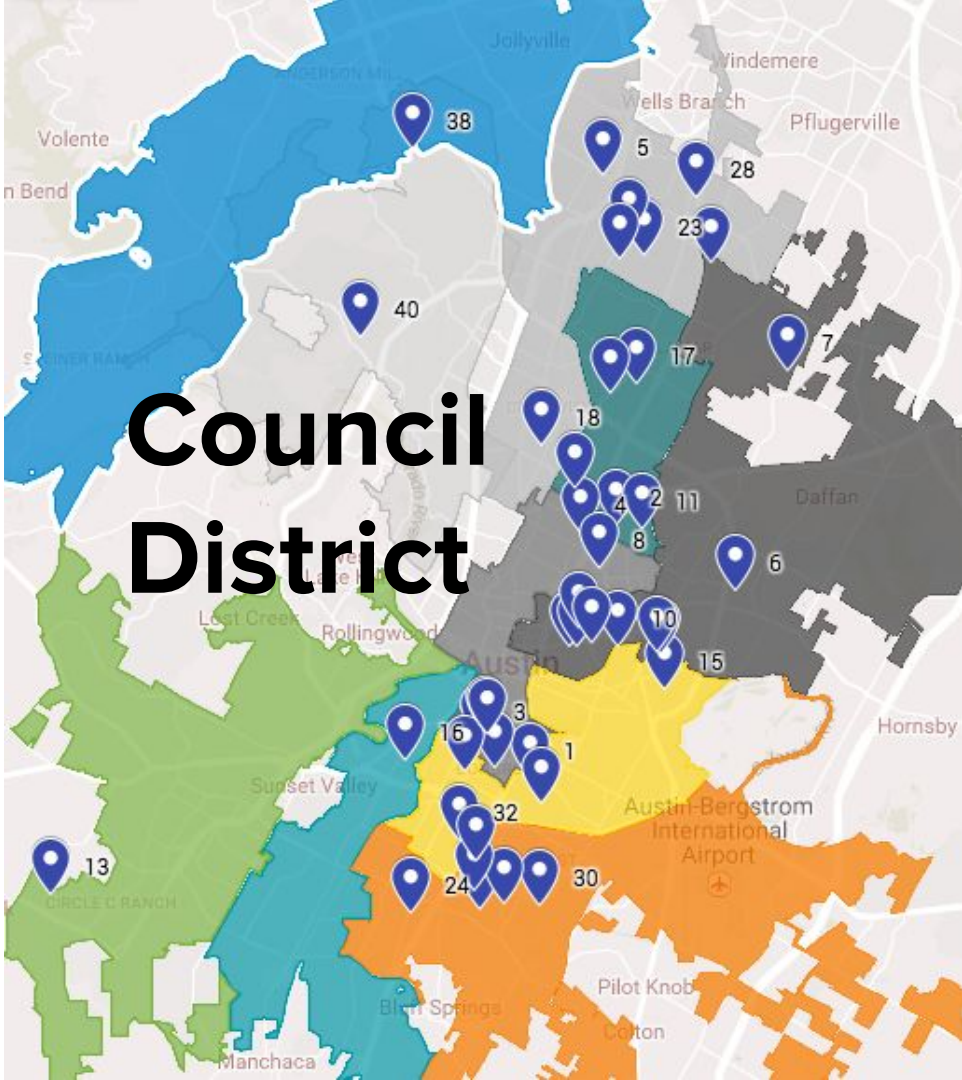
Gender



Age

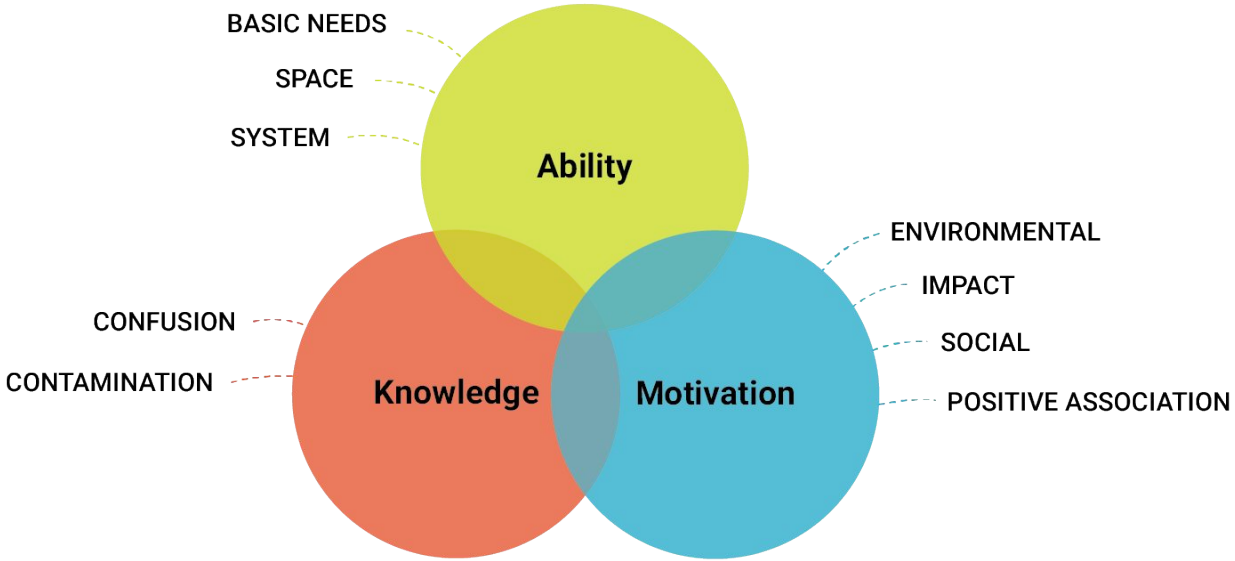


Council District



Delivering Insights

People need strength in at least two areas to act.



Knowledge:
Confusion

“When I don’t know, I base [the recyclability] on the closest item. K-cup = hard plastic = recyclable.”

- Rebecca

“This [pizza box] is cardboard as hell but you can’t recycle it.”

- Josh

“There can’t possibly be a full list, but if I knew the process, I could think for myself and make decisions instead of memorizing a list.”

- Dale

Insight:

Recycling rules are so confusing that almost nobody does it perfectly.

From insights to problem-frame

Knowledge Insights		How Might We...
Recycling rules are so confusing that almost nobody does it perfectly.	→	HMW provide just the right amount of guidance so people can confidently act?
Dirt & 'ick' reduces the perceived value of an item.	→	HMW correct the perception that dirty items don't have value?

Zero Waste - Activating Entrepreneurs

[Re]Verse Pitch

The challenge

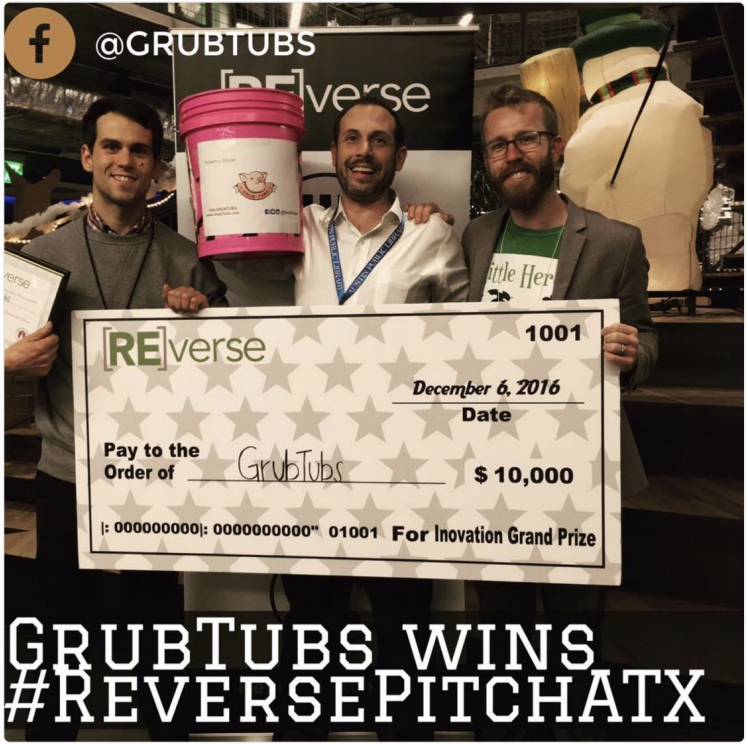
Austin, TX event series to turn valuable raw materials leaving businesses & non-profits as waste into foundations of new social enterprises. Read Overview...

Winners

Quinault
@quinaltdelete

Follow

Life goal accomplished: win a giant check. Find out more about @GrubTubs at grubtubs.com #reversepitchatx #tabletofarm



Recognition for [Re]Verse Pitch

Stanford SOCIAL INNOVATION REVIEW

Informing and inspiring leaders of social change

SOCIAL ISSUES | SECTORS | SOLUTIONS | MAGAZINE | MORE

Cities

Entrepreneurship Upside Down: What If You Start With What You Have?

Takeaways from a municipal prize competition.

SHARE COMMENT PRINT ORDER REPRINTS

By Clare Zutz, Lance McNeill, & Natalie Betts | Jun. 21, 2016

You're not likely to hear an entrepreneur credit the government for his success—unless you happen to be talking with Brandon Ward, founder of Austin-based food startup Brewnola.

Ending Homelessness

Homelessness Outreach Street Team

Pilot began June 1. Team proactively deploys on the streets to close the gap in services and reduce crime.

Innovation Office facilitates to help the team iterate.

Fridays, the team reviews with a network of service providers what's worked, hasn't worked, and is promising

Homelessness Outreach Street Team

For more background, see the August 30 City Council Work Session briefing.

Video:
http://austintx.swagit.com/play/08302016-532/0/

Slide deck:
http://www.austintexas.gov/edims/document.cfm?id=262144

Redesigning Services

Permitting Process

Project Goals

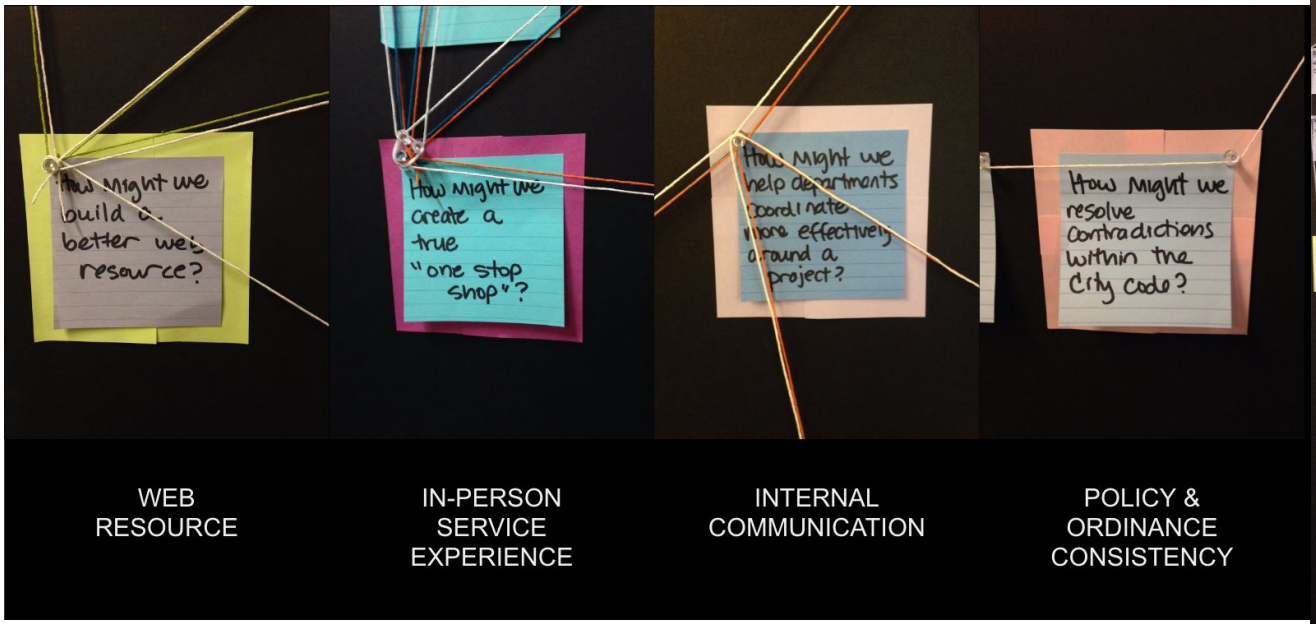
DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

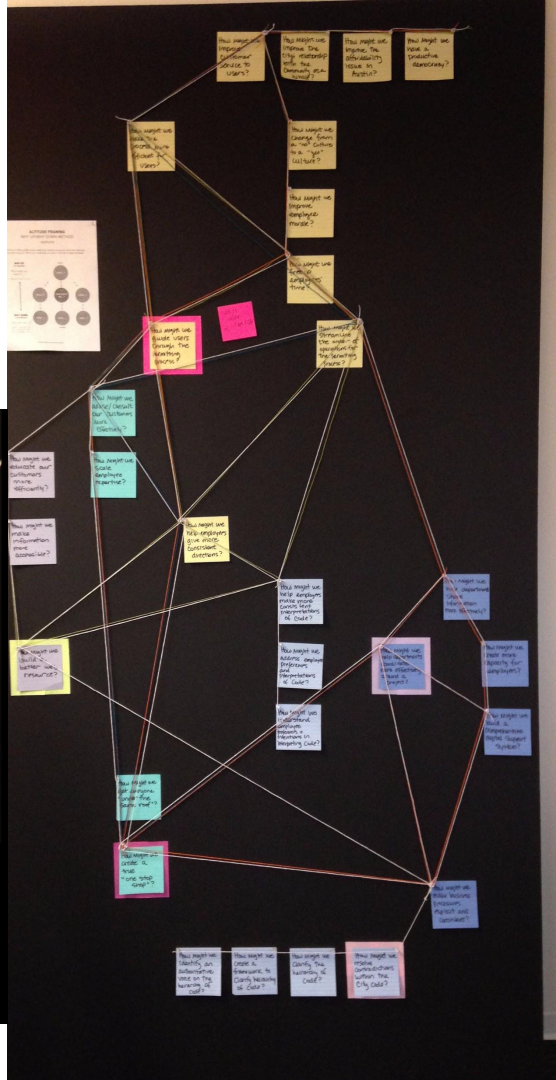
- Understand and illustrate the permitting experience for businesses and residents
- Connect the departments with a shared vocabulary
- Lay the foundation for digital and non-digital tools to improve the experience

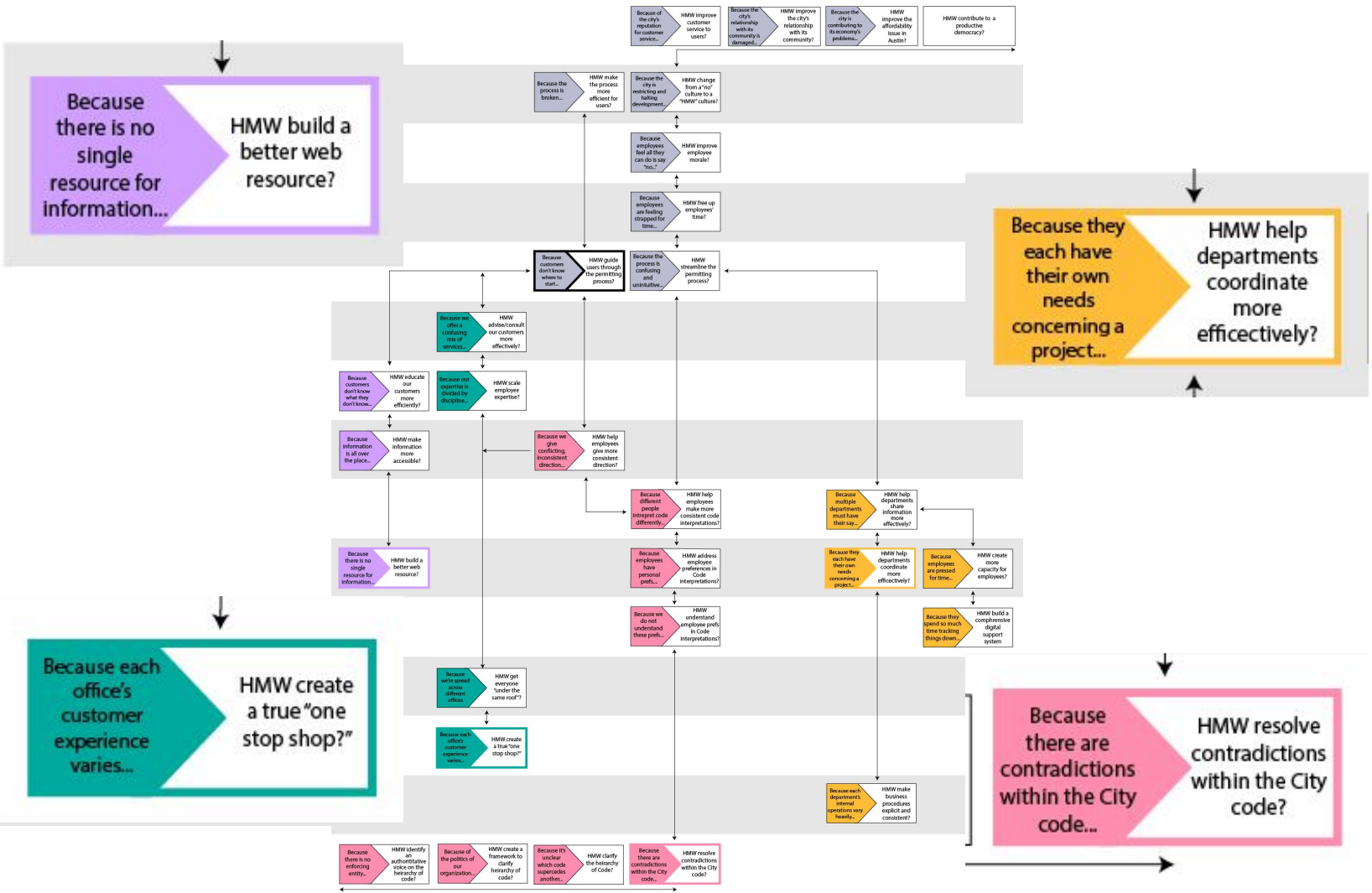
Research

Title	Interviews (Total 45)
Architect	●●●●●
Architect, Landscape	●
Business Owner	●●●●●●
Civil Engineer	●
Contractor, General	●●●
Contractor, Trade	●●
Developer	●●
Homebuilder	●●●●●●●
Homeowner	●●●●●●●●
Permit Expediter	●●●
Property Owner	●●
Realtor	
Starts Manager	●●●●●●
Superintendent	

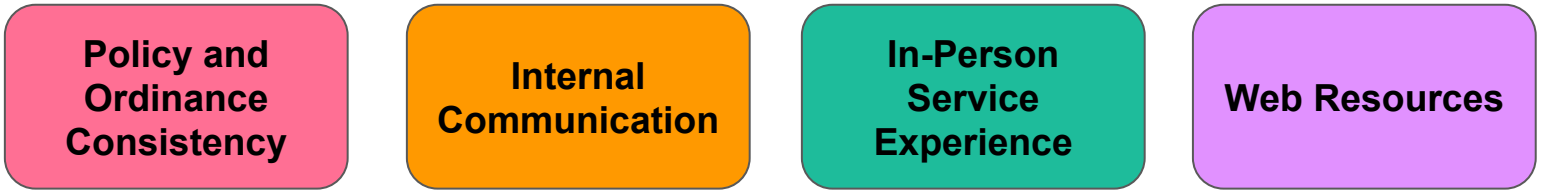
Value of framing the problem first






Because there is no single resource for information...
HMW build a better web resource?
Because they each have their own needs concerning a project...
HMW help departments coordinate more efficectively?
Because each office's customer experience varies...
HMW create a true "one stop shop?"
Because there are contradictions within the City code...
HMW resolve contradictions within the City code?
Because of the city's reputation for customer service...
HMW improve customer service to users?
Because the city's relationship with its community is damaged...
HMW improve the city's relationship with its community?
Because the city is contributing to its economy's problems...
HMW improve the affordability issue in Austin?
HMW contribute to a productive democracy?
Because the process is broken...
HMW make the process more efficient for users?
Because the city is restricting and halting development...
HMW change from a "no" culture to a "HMW" culture?
Because employees feel all they can do is say "no..."
HMW improve employee morale?
Because employees are feeling strapped for time...
HMW free up employees' time?
Because customers don't know where to start...
HMW guide users through the permitting process?
Because the process is confusing and uninitutive...
HMW streamline the permitting process?
Because we offer a confusing mix of services...
HMW advise/consult our customers more effectively?
Because customers don't know what they don't know...
HMW educate our customers more efficiently?
Because our expertise is divided by discipline...
HMW scale employee expertise?
Because information is all over the place...
HMW make information more accessible?
Because we give conflicting, inconsistent direction...
HMW help employees give more consistent direction?
Because different people intrepret code differently...
HMW help employees make more consistent code interpretations?
Because employees have personal prefs...
HMW address employee preferences in Code interpretations?
Because we do not understand these prefs...
HMW understand employee prefs in Code interpretations?
Because multiple departments must have their say...
HMW help departments share information more effectively?
Because they each have their own needs concerning a project...
HMW help departments coordinate more efficectively?
Because employees are pressed for time...
HMW create more capacity for employees?
Because they spend so much time tracking things down...
HMW build a comphrensive digital support system
Because each department's internal operations vary heavily...
HMW make business procedures explicit and consistent?
Because we're spread across different offices
HMW get everyone "under the same roof"?
Because each office's customer experience varies...
HMW create a true "one stop shop?"
Because there is no enforcing entity...
HMW identify an authorittative voice on the heirarchy of code?
Because of the politics of our organization...
HMW create a framework to clarify heirarchy of code?
Because it's unclear which code supercedes another...
HMW clarify the heirarchy of Code?
Because there are contradictions within the City code...
HMW resolve contradictions within the City code?

Four teams for 2017



Austin Convention Center Website Rebuild

Project Goals

AUSTIN CONVENTION CENTER

CITY OF AUSTIN FOUNDED 1839 | DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

- Design a digital experience optimized for event planners, vendors, and event attendees
- Build a platform that can support additional integrations and functionality
- Enable staff to easily edit and improve content on their own
- Demonstrate the ability to quickly build and improve systems using open source technologies

AUSTIN CONVENTION CENTER | DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

WEBSITE REWRITE

"I'm big on transparency and how things work. Again, we're in the business of teaching people how to comply with rules and regulations... There's nothing that has an overview to using the convention center and how all the departments work."

- Bob, Sr. Planner

"Obviously it's an intense learning curve, because we had someone here who told me, 'not on this wall but on the interior wall,' ...and it didn't work. It was day of."

- Marie, Planner

Insight 2

Flat delivery of content handicaps planners' ability to gather necessary information and see their vision through.

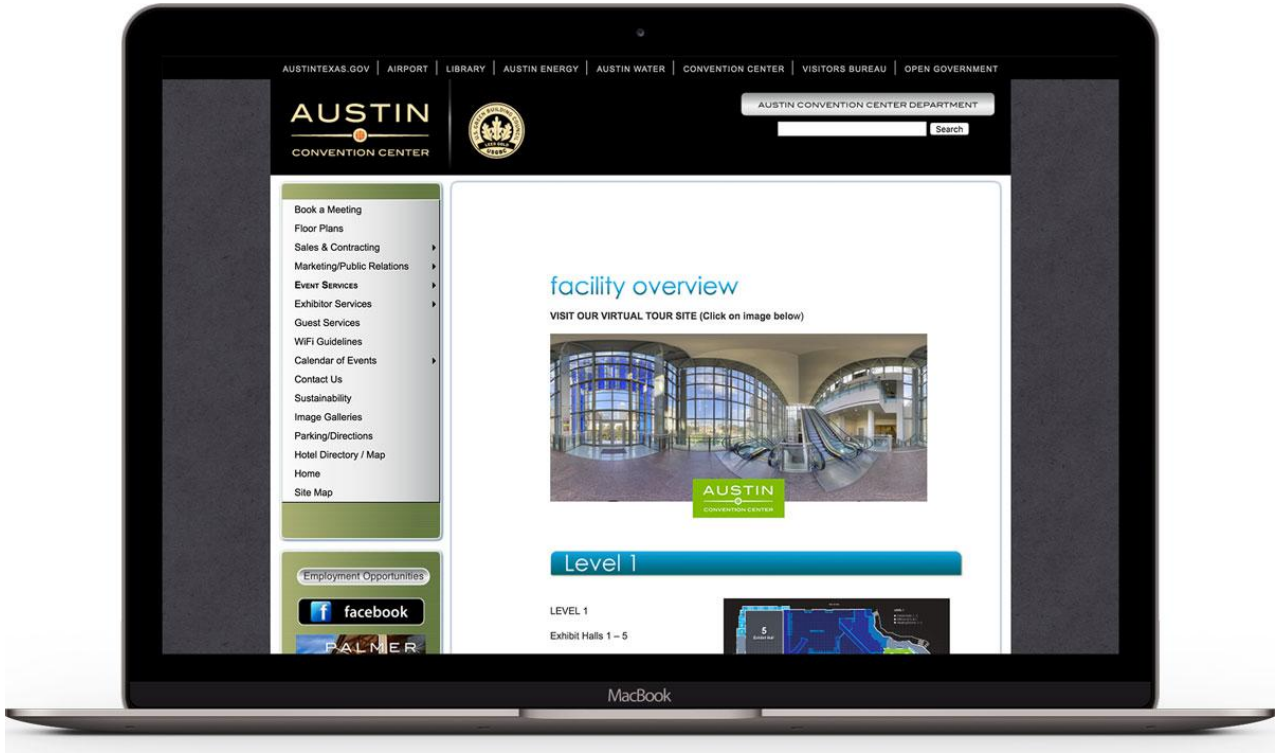
Design Implication

Our content structure will emphasize self-reliance and equipts planners with tools to independently find what they need, at any phase in their timeline.

Before

AUSTIN CONVENTION CENTER

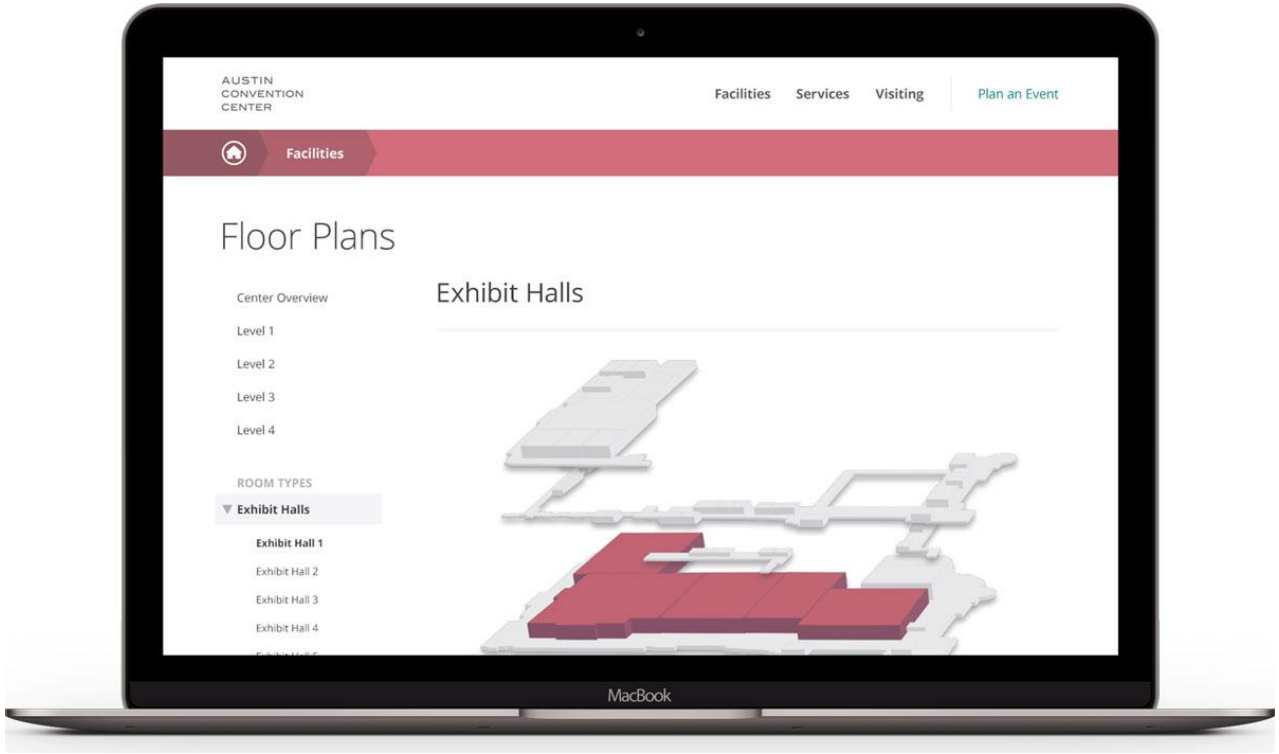
DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

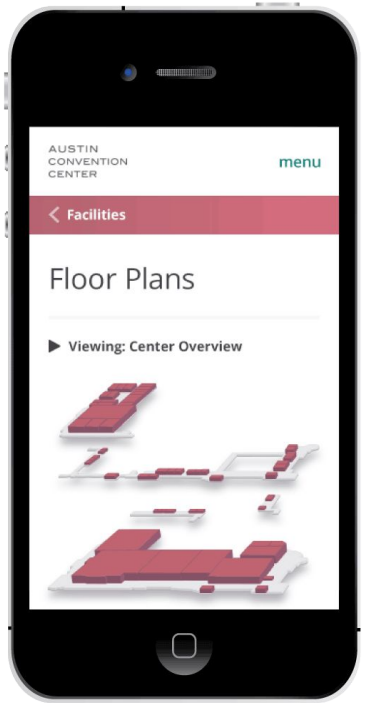


After

AUSTIN CONVENTION CENTER

DESIGN, TECHNOLOGY AND INNOVATION FELLOWS



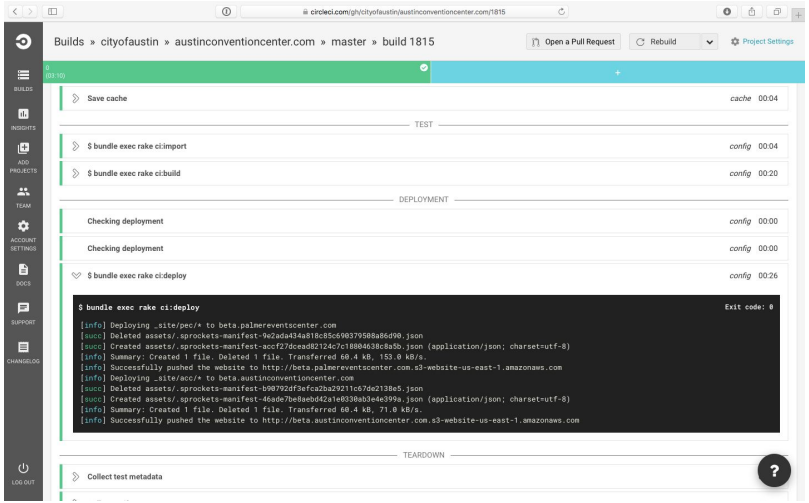


Web Standards

AUSTIN CONVENTION CENTER

CITY OF AUSTIN FOUNDED 1839 | DESIGN, TECHNOLOGY AND INNOVATION FELLOWS

- Pulls content from APIs and data.austintexas.gov to simple Ruby application
- Code is shared on GitHub and any changes automatically deploy using CircleCI
- Flexible content architecture ready to share with city-wide redesign efforts
- Responsive across browsers, screen sizes, and mobile devices



Open Government, Smart City

Wireless Communications Policy

Task Force Goals

Develop recommendations regarding

- Coordination and management of requests from private companies to install wireless telecommunications equipment in the public right of way (including possible attachment to street, traffic, light, electric distribution, and stand-alone poles) and on City buildings; and
- Build a more comprehensive strategy that positions Austin for initiatives such as SMART City and Internet-of-Things future.

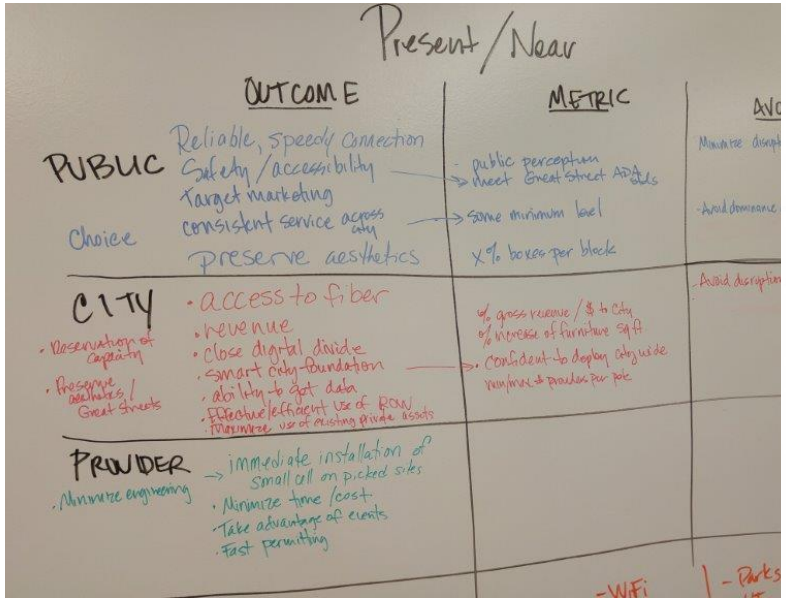
The Challenge: Managing the Right of Way

vs

(Runs With Scissors / Flickr)

Clarify workshops improve collaboration

Wireless Communications Policy



MEMORANDUM

TO: Rey Arellano, Assistant City Manager
Mark Washington, Interim Assistant City Manager

FROM: Rondella Hawkins, Telecommunications and Regulatory Affairs Officer

DATE: July 26, 2016

SUBJECT: Wireless Communications Policy and Procedures Task Force Recommendations

I. Introduction

As the communications industry expands and develops new technologies, there are increasing demands and proposals for the City to allow the placement of additional communications infrastructure in the public right of way (ROW). Absent City permission, wireless provider infrastructure is not allowed in the City ROW. This memorandum responds to the charge given the City of Austin Wireless Communications Policy and Procedures Task Force and provides recommendations that consider the identified trade-offs associated with allowing additional infrastructure in the right of way. The task of examining and making recommendations related to managing access to public buildings and land for use by Wireless Companies is not addressed by this memorandum.

II. Executive Summary - Recommendations

The Task Force recommends a phased approach for addressing requests to site wireless infrastructure in the public

Open Government Partnership

Accountability, Transparency, Participation, Technology & Innovation

Feb Council passed Resolution 20160225-017 to compete for this program

5 projects selected to advance commitments, amplify ongoing efforts

Announced internationally last week

WHEREAS, OGP requires civil society organizations to be included in the co-creation of the reform commitments, meaning that the process of joining OGP represents experimenting with new forms of open policy-making; and

WHEREAS, the OGP is launching a new "subnational" pilot program designed to more proactively involve municipal government in its international effort to promote transparency, open policy making, government reform, and public trust in government; and

WHEREAS, pilot program participants receive dedicated assistance and advice from the OGP Support Unit and OGP Steering Committee to develop open government commitments and action plans, in collaboration with other pilot program participants; and

WHEREAS, the City's transparency efforts and "best-managed" mission will benefit from this international assistance and collaboration, while the City's contribution will help develop a global network for peer learning; **NOW, THEREFORE,**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:

1. The City Council confirms its support for the City's participation in the Open Government Partnership (OGP) subnational pilot program; and

2. The City Council confirms its support for the OGP's efforts and principles and the City's interest in receiving institutional support from the OGP.

ADOPTED: February 25, 2016 **ATTEST:** Jannette S. Goodall
City Clerk

Austin is the *only* U.S. applicant chosen for the Pioneer program

Local Governments

Austin, United States
Buenos Aires, Argentina
Madrid, Spain
Paris, France
Sao Paulo, Brazil
Sekondi-Takoradi, Ghana
Seoul, South Korea
Tbilisi, Georgia

Regional Governments

Ontario, Canada
Scotland, United Kingdom
Bojonegoro, Indonesia
La Libertad, Peru
Jalisco, Mexico
Kigoma, Tanzania
Elgeyo Marakwet, Kenya

OGP: Civil Society Partners

1. Open Austin
2. Leadership Austin
3. Vision Zero ATX
4. More in 2017...

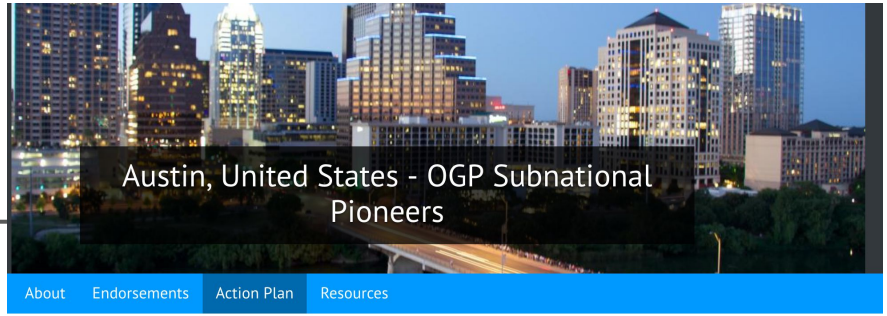
OPEN AUSTIN

OGP: 5 Commitments

1. Shared Reasoning on a Complex Issue - Ending Homelessness
2. Equity Assessment Tool
3. Collaboration & City Departments - Open Governance Operating Board
4. City Public Meetings - Conduct an open analysis of city public meetings for increased understanding, accessibility, efficiency, and effectiveness
5. Project Tracking

Action Plan

For more detail, see our action plan at http://www.opengovpartnership.org/sites/default/files/Austin_Subnational_ActionPlan20161201.pdf



Open Government Partnership
Subnational Pilot
City of Austin 2016-17 Action Plan

Introduction 2

Open Government Efforts to Date 2

Austin's Action Plan Process 4
- Austin's Co-Creation Approach 5
- Austin's Commitment Themes 6

Austin's Commitments 8
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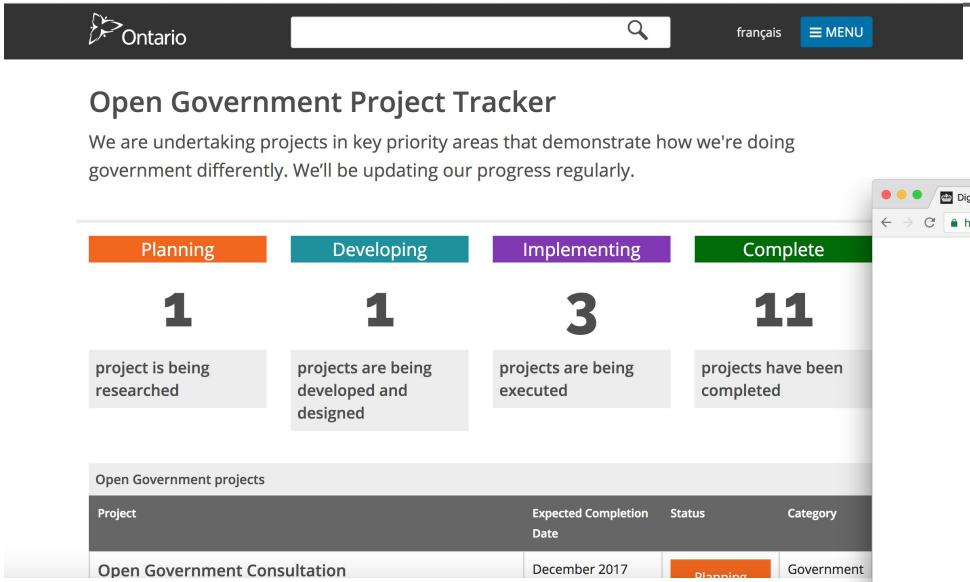
- Commitment 2: Equity Assessment Tool 11
- Commitment 3: Collaboration & City Departments - Open Governance Operating Board 12
- Commitment 4: City Public Meetings 14
- Commitment 5: Project Tracking 16

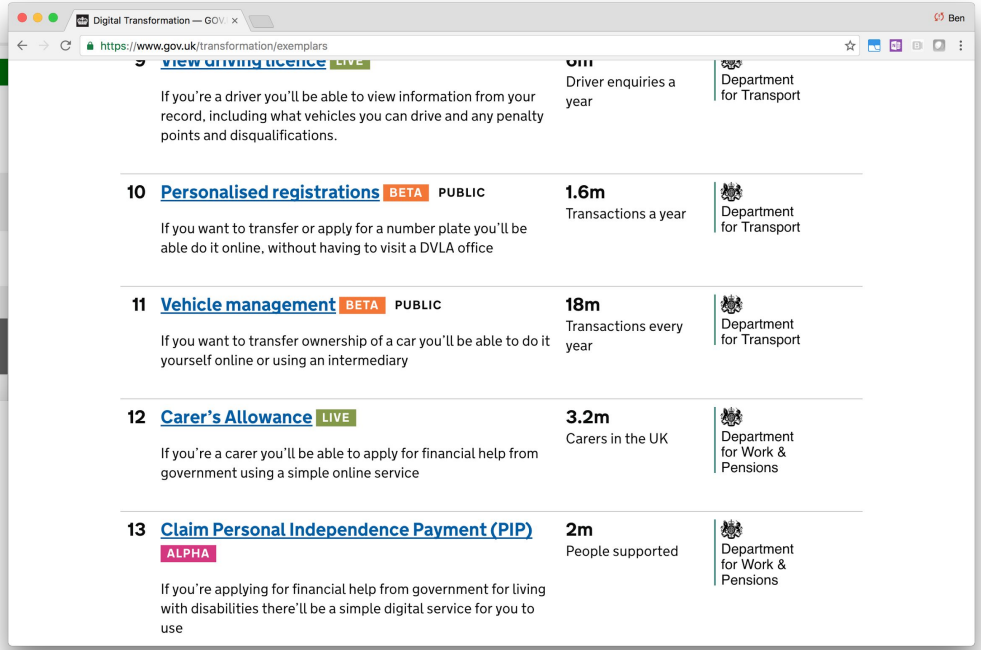
Appendix 20
- How we will work through implementation 20
  - Project Phases 20
  - Teaming 21
  - Principles we will honor throughout our work 22

Closing 22

Discovery → Concepting → Plan/Build

OGP: Project Tracking

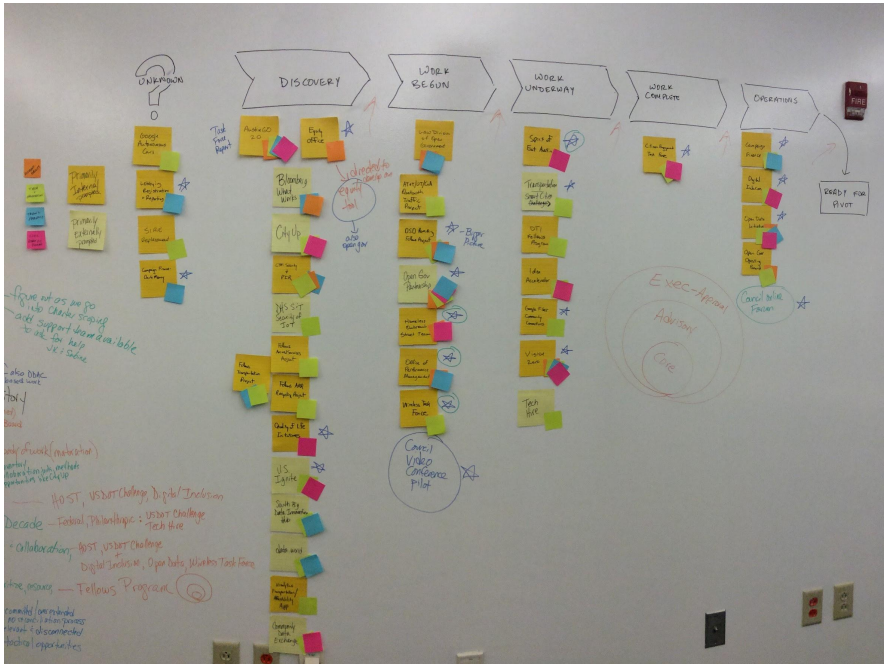




Opening Govern*ance*: better collaboration for a Smarter City

Project Goals

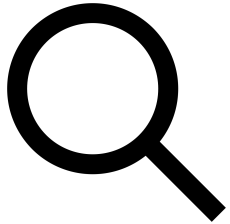
- Restructure the Open Government Operating Board
- Support the needs of open government and smart city initiatives
- Manage and prioritize the portfolio of projects



Open GovernANCE Board

A facilitation/consultation model

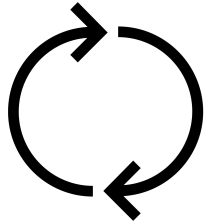
Inventory open gov/smart cities initiatives (40+)



Identify candidates to participate in pilot

Test run new approach

- Consulting and facilitation
- Knowledge sharing
- Tee up needs for executive action



Iterate and evaluate for full implementation

Inventory of open government/smart cities initiatives

	Initiative	Stage	Initiative Scope	What type of effort?	Open Gov Principles	Partners	Partnership Forma…
1	AT&T/CoA/UT Bluetooth Insights Tr…	Work Begun - design/draft mode	4	Project	Tech & Innovation		
2	AustinGO 2.0 - (intranet, internet)	Discovery - exploration mode	4	Program	Co-Creation Activity, Civil Socie	Open Austin	Cooperation
3	Bloomberg What Works	Discovery - exploration mode		External opportunity	Transparency		
4	Campaign Finance	Operations - performance mode	2	Program	Tech & Innovation, Transparenc		
5	Campaign Finance - Dark Money Or…	Not known - to find out	1	Open Gov Board analysis - Airtable	Transparency		
6	Citizen Engagement Task Force	Work Complete - vet/decide mode	3	Strategic initiative	Civic Participation		
7	CityUP	Discovery - exploration mode	5	External opportunity	Co-Creation Activity, Civic Parti	Open Austin	Strategic Alliance
8	Community Data Exchange	Discovery - exploration mode	5	External opportunity, Strategic	Civic Participation, Tech & Innov	Hitachi, Verizon, UT Center	
9	CTM IT Security idea about helping …	Discovery - exploration mode	3	Project	Accountability, Transparency, T		
10	data.world	Discovery - exploration mode	2	External opportunity, Project	Tech & Innovation, Transparenc	CITY UP, Open Austin	TBD
11	Design, Tech, Innovation Fellows Pr…	Work Underway - plan/build mode	3	Program	Tech & Innovation		
12	DHS S&T- security of IOT	Discovery - exploration mode	Need more info	External opportunity	Tech & Innovation	DHS S&T	Networking
13	Digital Inclusion	Operations - performance mode	5	Strategic initiative	Civic Participation, Tech & Innov	Microsoft Digital Alliance, M	Collaboration
14	DSD permitting Fellows project	Work Begun - design/draft mode	3	Project	Transparency, Tech & Innovatio	Open Austin	Networking, Cooperation
15	Equity Office	Discovery - exploration mode	Need more info	Strategic initiative	Accountability		
16	Fellows Animal Services service de…	Discovery - exploration mode	2	Project	Tech & Innovation		
17	Fellows ARR recycling project	Discovery - exploration mode	2	Project	Tech & Innovation	UT	Contractual
18	Fellows Transportation project	Discovery - exploration mode	2	Project	Transparency, Tech & Innovatio	UT Center for Transportation	TBD
19	Google Autonomous Cars	Not known - to find out			Tech & Innovation		
20	Google Fiber Community Connections	Work Underway - plan/build mode	1	Project	Tech & Innovation	Google Fiber	Public Private Partnership
21	Homeless Outreach Street Team	Work Begun - design/draft mode	5	Program	Accountability, Civic Participatio		
22	Idea Accelerator	Work Underway - plan/build mode	2	Program	Co-Creation Activity, Civic Parti		

Smart Cities Strategic Roadmap

Smart Cities Strategic Roadmap

Challenge: A rapidly growing portfolio of open government/smart cities initiatives, opportunities, and challenges

Desired outcomes:

- Increased collaboration, coordination, and knowledge sharing
- Enhanced readiness for intaking, evaluating, and adopting open government/smart cities initiatives

Approach: Facilitate internal City Departments, Open-Source from Austin technology community

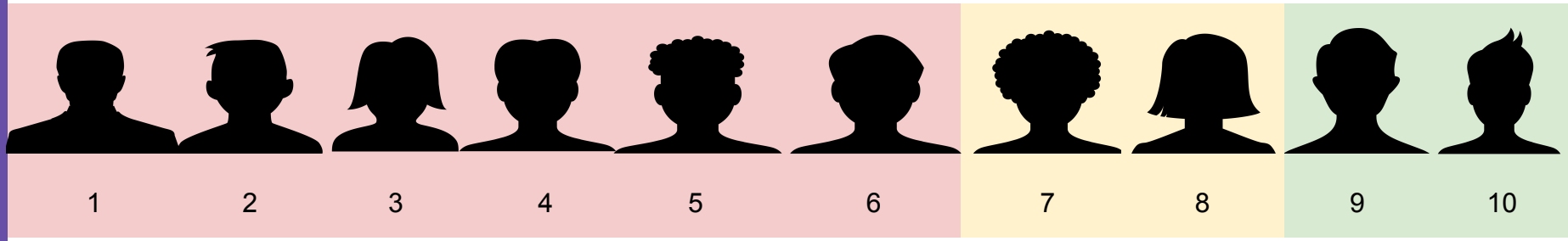
Timeframe: January - April 2017

Strategic Roadmap

Strategic Roadmapping achieved results for Austin's Innovation Zone, and works well for for large sectoral initiatives .

Feedback Loops & Performance Measures

How likely would you be to recommend the Innovation Office to others?



Detractors	Passives	Promoters
1	10	24

FY16 Baseline Net promoter score

% promoters - % detractors

Future Opportunities for Our Collaboration

Looking ahead to 2017

1. How might we shape the concept of “open governance” together?
2. How might we shape user research and testing as joint listening, learning, and engagement opportunity?
3. How might the Commission partner and help hold us accountable on our Open Government Partnership projects?
4. How might we collaborate on the Smart Cities Strategic Roadmap?

Over to you...thoughts, questions?